

LEADER GROUP TYPE 7

# WADDLES OF PENGUINS

## Characterized by

- not having a visible and strong leader, and
- not committing to a shared goal, but
- working actively together.

Penguins are loyal to their flock and have a strong sense of community. They work together but they keep things as they were, only incrementally making small adjustments – not revolutions.

## Strengths

- ☑ The group is used to collaborate on tasks.
- ☑ Operational decisions and decisions about ways of working can be made by the group.

## Opportunities

- The group can quickly step-change the efficiency of their collaboration.
- The group can decide to improve collaboration and work as a true team, without asking the leader.
- The willingness to collaborate can be translated into a shared purpose and goal.

## Weaknesses

- ☒ The leader's absence can negatively affect the group's ability to make decisions that involve larger changes or investments.
- ☒ There are often informal hierarchies.
- ☒ The individuals can find it difficult to excel in their work, standing out or being overshadowed by the group's other members.
- ☒ It is difficult for the group to excel as goals and constraints are unclear.

## Threats

- Sub-optimization (not working on what is best for the organization as a whole) is a risk.
- Significant strategic changes (pivots) are not likely to happen.
- "Incentive for the group to "work as a true team" can be low as the leader is distant and the shared goal is unclear.
- There can be a lack of innovation and individual motivation/initiative.

## LEVERS AND BARRIERS FOR FELLOW LEADERSHIP

### **Resistance.** THIS MIGHT HOLD YOU BACK.

Your fellow leaders, who are happy with the way things are and does not see the need for innovation and modernization. Your leader, who does not want to become more involved in the group's work.

### **Allies.** THEY MIGHT HELP YOU.

Your fellow leaders, who sees the potential in the group to collaborate towards achieving ambitious long-term goal. Your leader, who wants to optimize the group's performance.